

UNITED NATIONS
DEVELOPMENT
PROGRAMME



UNDP

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
REGIONAL AFRICA

IPF: (1987-1991) \$ 61 120 000
(RAF/85/014) - UNDP/EDI/ILO Programme for Strengthening Training
Institutions in Africa (Supplementary Assistance)

Date of approval:	11 March 1991	
Expected duration:	One year	
Proposed executing agency:	IBRD	
Proposed UNDP contribution:	\$1 000 600	Source of funds: IPF
Third-party cost sharing:	\$ 50 000	Source of funds: World Bank
Previous UNDP budget:	\$6 774 300	
Total UNDP budget:	\$7 824 900	

Project background

The above-mentioned, which was initiated in 1987, has been established to build self-reliance among 17 of Africa's leading regional and national management development institutions through a process of collective action. It has three major goals. The first of these is to strengthen the management of participating institutions to enhance their internal capabilities in strategic planning, financial management and administration, business development and marketing. The second is to strengthen faculty skills, in addition to the related need to improve approaches to the assessment of training needs, the management of the project cycle, and reinforcement of consulting skills, research and performance evaluation. A third priority is to improve training in key sectors through an in-depth analysis of needs in these sectors and the development of appropriate training materials.

An independent evaluation of the project was conducted late in 1989. The report of the evaluators endorsed the project's objectives and accomplishments and recommended continuation of project activities. The evaluators found that the project had launched a number of important initiatives which should have a positive impact on the participating institutions. In the area of faculty development, the enhancement of skills in training needs analysis, design and evaluation, ensures that institutions are better able to assess the real demands of client organizations and have institutionalized mechanisms for evaluating quality control. The tools and instruments acquired through the marketing component, in terms of the development and packaging of skills and products based on client demand, indicate the relevance of such skills to building the financial and

administrative autonomy of the participating institutions. Special emphasis has also been placed on project analysis and management, on the training of business managers for the private sector in general, and of women entrepreneurs in particular.

A major feature of the project is its integrated approach to the problems of institutional weakness. The major achievement of internalization of the project design, management and development arises from the management development institutions taking the lead in determining the priorities and the agenda for action, designing the programmes and modalities, and implementing action plans. This process has encouraged a greater sense of ownership and commitment. Two field offices have been established under the project (in Gaborone and Douala). During its April 1990 meeting the Project Steering Committee endorsed further delegation of responsibility to the field offices and strengthening of the field offices. This concept was again endorsed at the Annual Meeting of Directors of participating institutions in October 1990. An additional output of the project during 1991 would be the preparation of the proposal for the second phase project. To further strengthen the administrative and institutional functioning aspects of participating institutions and associations, UNDP supplementary assistance was requested under the present approval.

Description of project

The long-term objective of the project is to make the participating institutions and associations self sufficient and strong enough to replace the field offices.

The immediate objectives of the project are to : (a) meet core operating costs, particularly for the field offices in Gaborone and Douala; and (b) conduct discussions and review at the Annual Meeting of the Directors of participating institutions in October 1990; and (c) secure additional financing from non-UNDP sources.

Inputs

UNDP will provide two field project managers, four long-term consultants; two for training and programme development and two institutional development; short-term consultants; a sub-contract; administrative support staff; training; non-expendable equipment; and miscellaneous costs.

Financial data

	\$
Personnel	614 400
Subcontract	171 600
Training	34 200
Equipment	12 800
Miscellaneous	217 600
Total	1 050 600
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